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30 November 1964

MEMORANDUM FOR: United States Intelligence Board Members

SUBJECT : Community-wide Census of U.S. Intelligence Personnel

REFERENCES : a. USIB-M-286, 5 September 1963, Item 9
b. USIB-D-24.6/1, paragraph 7

1. One of the major projects assigned to me at the time of my appointment as Deputy for National Intelligence Programs Evaluation, was the development of a community-wide intelligence activity inventory to establish the totality of the U.S. foreign intelligence effort in terms of activities performed, their objectives, and the resources committed to their support. (Ref. a.)

2. The Middle East Task Force study was undertaken both to evaluate the intelligence effort against ten of the Middle East countries and to determine what problems are inherent in attempting to identify the "totality" of intelligence activity on any given area or subject.

3. The task force determined that the problems involved in getting at the "totality" of the U.S. intelligence effort are many, varied and difficult, but not insurmountable. The main point is that no matter how difficult the job may be, it must be done before this Community can fully meet the charge laid on it by the National Security Council in the

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foreword to NSCID No. 1, i.e., to so organize and manage the intelligence effort of the United States as to exploit to the maximum the available resources of the Government. How can the USIB establish sound policies and develop effective programs for the guidance of all departments and agencies concerned without a clear picture of the "order of battle" of the intelligence effort for which they are responsible?

4. As indicated in reference b., the first objective of my staff in the development of the overall inventory, is a census of U.S. intelligence personnel, and the first step will be a census of those U.S. intelligence personnel directly engaged in the Collection of raw information and in the Production of finished intelligence; further steps will follow until, in effect, we have been able to round-up and apply the appropriate intelligence "brand" to every inhabitant in the U.S. Intelligence Community, [REDACTED]

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5. I wish to stress that this project is to be of, by and for the intelligence community; to that end, the data must be developed in intelligence terms and in a form that will make it possible for the USIB to:

- a. View the total U.S. intelligence effort as a complete "system" with all essential parts readily distinguishable.
- b. Determine the essential elements of the various intelligence efforts, as complete systems, that we now have

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in being and targetted against each country/area target or,
as appropriate, against a functional (intelligence product) target.

c. Determine the balance or "mix of each intelligence
system in terms of the collector/producer ratio, etc.

d. Determine the quality of each intelligence system in terms
of experience, country/area knowledge, etc., and be able to make
sure that all essential parts of the system are present, including
not only collectors and producers but also such oftentimes critical
support elements as translators, communicators, etc.

25X1 6. [] who was a member of the Middle East Task Force,
is my "project manager" for this inventory effort. During the past year
he has discussed the idea informally with various people in the Community
25X1 including [] in DIA and Mr. William McAfee in
State. The following action by the USIB members is ^{now} ~~not~~ needed to get
this effort underway:

a. Endorsement of the overall inventory project in general,
and agreement that the first objective will be a census of U.S.
intelligence personnel, and the first step an identification of
those personnel engaged in collection and production.

25X1 b. The naming of appropriate individual(s) by each USIB
member with whom [] can work in carrying on the project.

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7. In carrying out their mission it is my view that the individuals named should endeavor, insofar as possible, to make use of data that is already available within the departments and agencies concerned and thereby keep to a minimum the need for any new reporting of data. Furthermore, whatever data they develop must have community-wide commensurability and be of maximum utility as a management tool for the use of the USIB members both collectively and individually. Finally, I would suggest that this working group be directed to render a progress report to the USIB every sixty days.

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